



# **Joint working arrangements between community justice and community safety**

**Supplementary Paper 2:  
Case Studies**

**August 2022**

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## 1. List of abbreviations used throughout main and supplementary reports

### List of abbreviations used throughout

ASB	– Anti-Social Behaviour
CAB	– Citizens Advice Bureau
CEDAR	– Children Experiencing Domestic Abuse Recovery
CIP	– Community Improvement Partnership
CJ	– Community Justice
CJOIP	– Community Justice Outcome and Improvement Plan
CJP	– Community Justice Partnership
CJS	– Community Justice Scotland
CJVSF	– Community Justice Voluntary Sector Forum
COPFS	– Crown Office and Procurator Fiscal Service
COSLA	– Convention of Scottish Local Authorities
CPP	– Community Planning Partnership
CS	– Community Safety
CSP	– Community Safety Partnership
ECSJP	– Edinburgh Community Safety and Justice Partnership
EDAMH	– East Dunbartonshire Association for Mental Health
EI	– Early Effective Intervention
EVOG	– Edinburgh Voluntary Organisations Council
FCSP	– Fife Community Safety Partnership
IAPK	– Independent Advocacy Perth and Kinross
L&D	– Learning and Development
LIP	– Locality Improvement Plan
LOIP	– Local Outcome Improvement Plan
MAPPA	– Multi-Agency Public Protection Arrangements
PKAVS	– Perth & Kinross Association of Voluntary Service
SACRO	– Safeguarding Communities, Reducing Offending
SCT	– Safer Communities Team– Scottish Community Safety Network
SCSN	– Scottish community Safety Network
SCTS	– Scottish Courts and Tribunals Service
SCVO	– Scottish Council for Voluntary Organisations
SFRS	– Scottish Fire and Rescue Service
ToR	– Terms of Reference
TSI	– Third Sector Interface
UPW	– Unpaid Work
VAWG	– Violence Against Women and Girls
ViSOR	– Violent and Sex Offender Register
VSS	– Victim Support Scotland
WRASAC	– Women’s Rape and Sexual Abuse Centre

## 2. Overview

This paper is supplementary to the project report for ‘Joint working arrangements between community safety and community justice’ and contains details of case studies developed from conversations with representatives from six local authority areas in phase two of the research.

The above report contains the background to the research, results of the questionnaire used (summary of phase one questionnaire results and full results for phase two questionnaire results) and all findings and conclusions. Methodology details are contained in supplementary paper 1 for the 'Joint working arrangements between community safety and community justice' project report.

### 3. Phase two - case studies

The hyperlinked table below provides information on each of the case study areas.

Case studies were produced from the three original phase one focus group areas in addition to three further areas identified from the phase two questionnaire. These additional areas worked jointly but had different arrangements to the other areas and were therefore of interest to this research. See supplementary paper one for full methodological details. Case studies had fair representation from both rural and urban areas.

*Table 1 - Case study area details*

Case study Number	Nature of joint working arrangements	Area
<a href="#">Case study 1</a>	Fully joint Community Justice (CJ) and Community Safety (CS) partnerships (well established)	Edinburgh
<a href="#">Case study 2</a>	Fully Joint CJ and CS partnerships (recently established)	Perth and Kinross
<a href="#">Case study 3</a>	Separate CJ and CS partnerships with a joint CJ and CS executive board	Dundee
<a href="#">Case study 4</a>	Tri-partnership reporting arrangements	East Dunbartonshire
<a href="#">Case study 5</a>	Fully joint CJ and CS partnerships (well established and re-designed)	Fife
<a href="#">Case study 6</a>	Joint team with CJ and CS responsibilities	Scottish Borders

It is hoped that the case studies can be used to illustrate different ways of joint working arrangements which other local areas may use to learn from and inform their future plans.

The case studies below are based on interviews with individuals who gave their approval to use the content for learning purposes. The information and opinions used in the case studies do not necessarily reflect that of entire partnerships/areas as these have been produced in discussion with a small number of individuals. These also do not necessarily reflect the opinions or ideas held by Community Justice Scotland (CJS) or the Scottish Community Safety Network (SCSN).

For comparison, each case study follows a similar format, using key themes that arose throughout (see box below), however this was not always possible in every case study as each area offered different degrees of detail and had their own bespoke structures and practices.

*Key themes throughout case studies*

- |                               |  |
|-------------------------------|--|
| 1. Drivers                    | 6. Key theme – Community engagement                          |
| 2. Vision / priorities        | 7. Key theme – Shared services                               |
| 3. CS and CJ governance struc | 8. Key theme – Data and resources                            |
| 4. Reporting                  | 9. Key theme – CS and CJ impact across the 'justice journey' |
| 5. Main benefits              |  |

### 3.1 Case study one: fully joint CJ and CS partnership – Edinburgh

#### Highlights

- Edinburgh have a fully joint CS and CJ Partnership (ECSJP).
- Driver: to save time and increase productivity.
- A locality based structure is used which allows for more agility.
- Joint partnership arrangements help with work related to shifting public opinion particularly with regard to CJ.
- The joint partnership feel there is a greater understanding between CS and CJ partners of each other's remits since establishing the joint partnership.

#### Introduction

A Community Safety Partnership (CSP) in Edinburgh had been well established for a number of years prior to the implementation of the Community Justice Partnership (CJP) in 2016. After this point, both partnerships operated separately for a short time but decided to merge and are now joint, underpinned by a locality-based model, called Edinburgh Community Safety and Justice Partnership (ECSJP).

#### Driver

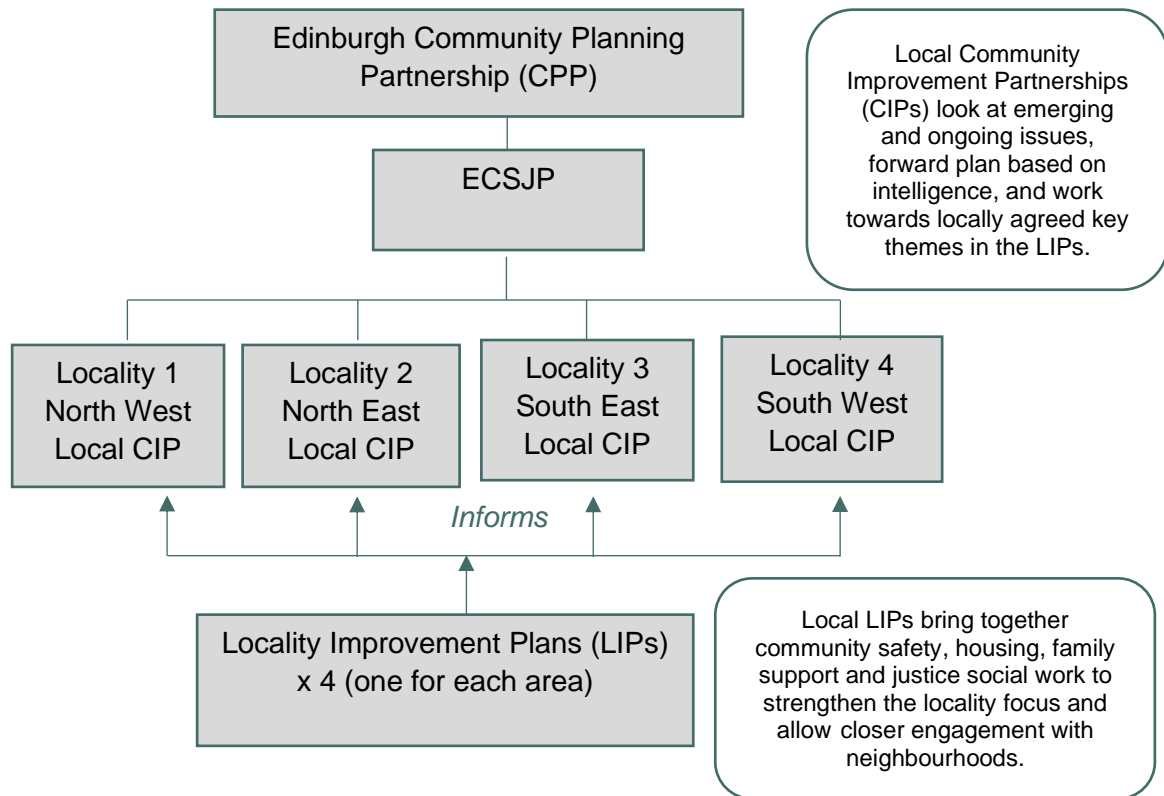
A key driving factor for merging was to save time and improve productivity as the same members were on each partnership. In addition, the CJ and CS service areas had already merged and were reporting into the same structures, therefore it was a natural fit and the interconnection between the two policy areas meant this was a more efficient way of working.

#### Vision

Edinburgh's strategic ambitions are documented in the Community Justice Outcomes Improvement Plan (CJOIP) and the Community Safety Strategy (CSS). While there is no formally documented shared vision, both documents share the vision outlined in the National Strategy for Community Justice where '*Scotland is a safer, fairer and more inclusive nation where we;*

- *prevent and reduce offending by addressing its underlying causes*
- *safely and effectively manage and support those who have committed offences to help them reintegrate into the community for the benefit of all citizens'*

## ECSJP governance structure - locality based model



**i** The locality-based structure allows for more agility and themes can be picked up and dealt with quickly.

There are also short-life, thematic, city-wide CIPs created to address wider issues impacting on more than one local area and based on common issues identified from the locality CIPs. These take a more strategic direction, channelling funding and resources towards initiatives, policies, and procedures to resolve the identified issues.

## Membership and Roles



Joint Partnership

**Statutory Partners**

*Third, Private and Public Sector:*

- SACRO
- Victim Support Scotland (VSS)
- Edinburgh Voluntary Organisations Council (EVOC)

*List of Abbreviations [here](#)*

SACRO and VSS are standing members of the partnership and they are clear about the joint strategic aims of the ECSJP

EVOC (Third-Sector Interface (TSI)) has recently re-joined the partnership to improve connections with the third sector and ensure the most relevant voluntary organisations are engaged.

- There is concern that some partners still have limited involvement in the partnership and that capacity is a driving factor in absences. As the fully joint partnership evolves, it is hoped this will improve due to meetings being shorter and more productive, and partners having more reporting accountability and a better understanding of each other's roles and remits.

### *Terms of Reference*

The Partnership has a 'Terms of Reference' (ToR). Responsibilities within the ToR are made explicit in terms of representation from members, officers and advisors. The ToR are used as a basis to help new partners to understand their role and remit within the joint partnership.

### *Induction*

There is a formal induction when a new partner joins to explain the work of the partnership, current issues, and what is expected of participants.

## **Reporting**

- The joint partnership reports directly into the Edinburgh Partnership (CPP) governance structure.
- The areas of CJ and CS each have responsibility for priority themes which, although related, do not duplicate. This increases the ease and manageability of reporting.
- Partners share responsibility and accountability for reporting on each theme.
- The locality CIPs do not report directly into the ECSJP but are represented. The thematic CIPs report into the joint partnership on an annual basis.
- Risk registers are held within each service area but not for the joint partnership itself.



On an annual basis, the joint partnership meets for a development afternoon and looks at emerging trends (for example, within CS: noise; within CJ: trauma-informed services; and within thematic CIPs: street begging and roadside encampments) to inform the strategic planning. They also discuss the plan for the year and reporting deadlines. This governance and framework has enabled the partnership to be more productive and engaged in the process.

## **Main benefits**

### *Benefits so far*

- The joint partnership feels there is a greater understanding between CJ and CS partners of each other's remits since establishing a joint partnership. There is greater appreciation of each other's organisational roles, joint working, progress, and the expertise and resources each can bring to the partnership. This mutual understanding has evolved over time, and continues

to benefit the partnership. There are better opportunities for joint working, information sharing and day-to-day contact.

#### *Improvement still required*

- National partners sometimes find themselves limited in terms of their ability to commit to actions arising from local strategic plans, although individuals working on behalf of national partners feel connected at an operational level. Partners described good links with community planning and the Local Outcome Improvement Plan (LOIP).
- The ongoing impact of short-term funding for third sector provision makes long term strategic service planning difficult. This has been exacerbated by the pandemic. However, the pandemic has also hugely strengthened partnership working with the third sector.



As a whole, CJ and CS are now 'fully equal' in terms of each area's considerations and support of one another within the partnership work. This has been regarded as a very positive culture change.

### **Community engagement**



The partnership feels there is still much to be done in shifting public opinion particularly with regard to CJ. Having joint partnership arrangements helps with this as people and communities are more engaged with CS issues which creates space to talk to communities about smart justice. Partners have expressed that the political agenda has a huge influence on public opinion.

The partnership feel that community engagement is a strength, however direct engagement with people who use services takes place through the locality CIPs and within local service areas, as opposed to through the joint partnership which has more of a strategic focus. Community engagement is often more narrowly focused on specific themes.

A communication strategy is currently being developed. It will focus on how the partnership engages in general and on specific themes, such as safety around bonfire night, bogus callers, internet safety in relation to young people, and highlighting successful outcomes within community justice through case studies for example in throughcare and within unpaid work programmes.

### **Key theme - shared services and joint working**

- An example of successful joint working that has taken place since merging partnerships has been the roll-out of trauma-informed practice and leadership. A psychologist has been employed to support the trauma informed work, which is a shared resource from joint funding of two ECSJP members – community justice services and the NHS.



- The partnerships have a wider influence now that they are joint. This has been seen through work with the private sector, youth service providers and education around the local issue of bus attacks over the bonfire period. New relationships continue to emerge, for example with child and adult protection and Violence Against Women and Girls leads have been introduced in key areas where development is necessary.

**Key theme - data and resources**

*Evidence base*

Much of the outcome evidence presented through the partnership comes from the third sector as they have an excellent working relationship with people receiving their services with clear trust and confidence fostered between them. The remaining evidence base is provided by other partners.

The partnership acknowledges that limited importance is placed on establishing an evidence base for wider CJ and CS issues.

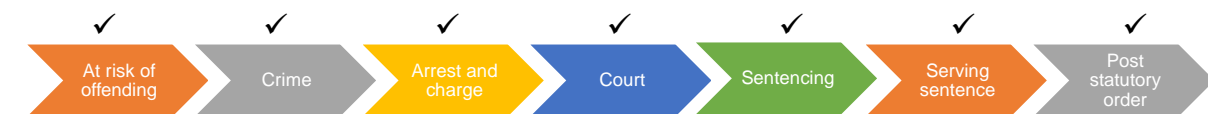
*“[We feel we should] avoid overreaching into big strategic issues and concentrate on the smaller, achievable tasks that will have the greatest impact in improving outcomes within CJ and CS.”*

*Partnership analyst*

There is no longer a dedicated Partnership Analyst, although some partners have their own dedicated analytical support.

**Key theme – CJ and CS impact across the ‘justice journey’**

When asked to place where CJ and CS lie on the justice journey, *both* were identified as covering the entire journey; although CJ is primarily from point of arrest, it promotes desistance amongst those at risk of reoffending. The partnership felt that in the last 18 months (throughout the pandemic), it has become even clearer how interlinked both areas are.



**i** Without exception, the partners would like to see the joint arrangements continuing and expanding, especially in light of the pandemic arrangements, which has seen better and greater participation from working online.

Case study contacts:

Suzan Ross (Community Justice Co-ordinator) - [suzan.ross@edinburgh.gov.uk](mailto:suzan.ross@edinburgh.gov.uk)

Shirley McLaren (Community Safety Manager) - [shirley.mclaren@edinburgh.gov.uk](mailto:shirley.mclaren@edinburgh.gov.uk)

3.2 Case study two: fully joint CJ and CS partnership (recently merged, September 2021) – Perth and Kinross (P&K)

Highlights

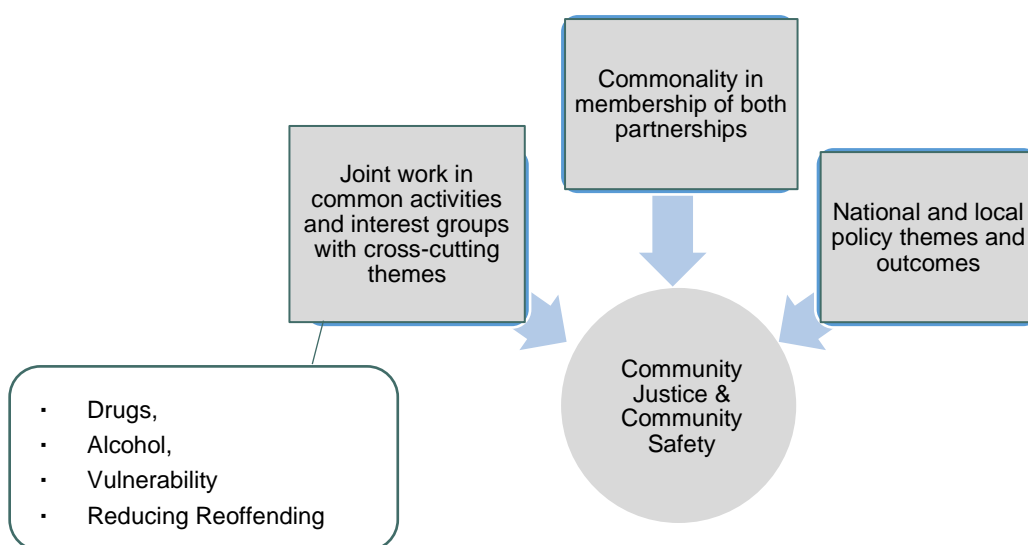
- P&K have a fully joint CJ and CS partnership that has recently merged.
- P&K has strong commitment from attending partners and elected members are a useful driving force.
- There is a sense that understanding around CJ is limited due to being relatively new, whereas CS is much better understood due to its history.
- As P&K is a smaller authority, partners are well known to one another and they feel their joint partnership is a good model of how a smaller authority can work.
- Duplication of reporting and meetings have been far reduced since merging partnerships.

**Introduction**

The CJ and CS partnerships recently merged and had their first joint meeting in September 2021.

**Drivers**

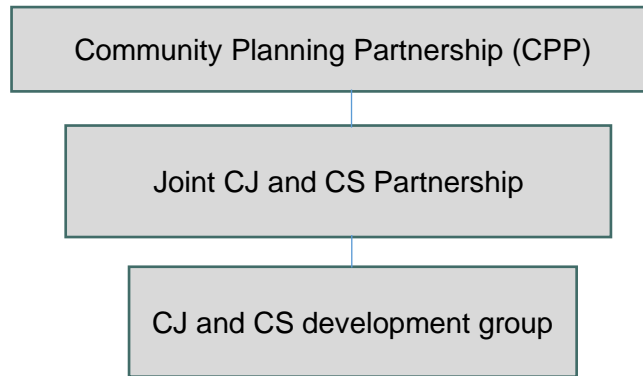
Since the establishment of the CJP in 2016, the status and value of having a separate CSP to partners had waned, as had their participation. The rationale for bringing the two partnerships together was therefore based on this in addition to the recognition that there were a number of areas of commonality and shared activity which overlapped between the two partnerships. These were:



## Vision / Priorities

The LOIP and CJOIP and other strategic plans provide the vision for the joint partnership and have played an important role in securing commitment and participation from partners.

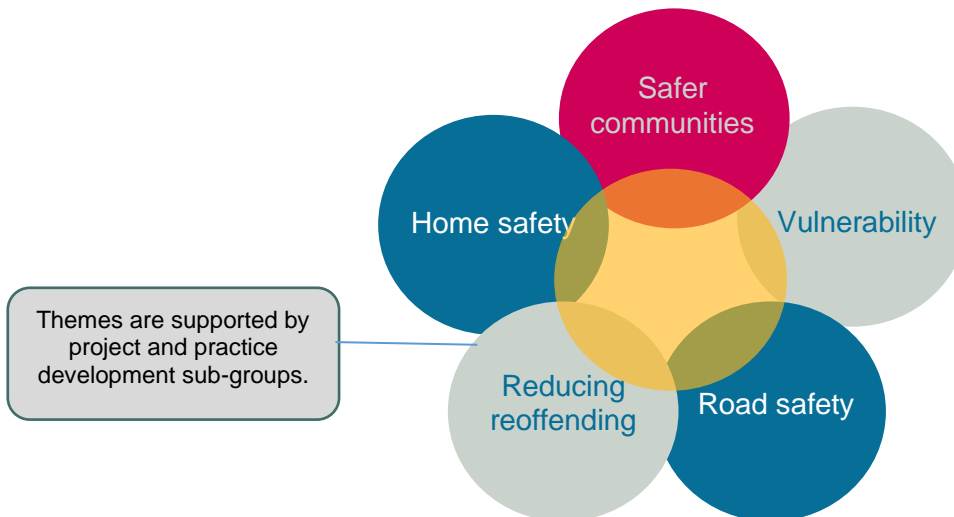
## CJ and CS governance structure



### *Community Justice and Safety development group*

The CJ and CS development group is a forward looking planning and development group (i.e. not scrutiny). It is well attended and chaired by the same elected member as the joint partnership. This group ensures it is a short and effective meeting which brings together the strategic and operational, to drive business forward. Reporting from this group to the joint partnership means it is easier to keep the latter meetings shorter.

The CJ and CS development group focus on the cross-cutting themes of:



## Membership and Roles



Joint Community Justice  
and  
Safety Partnership

### [Statutory Partners](#)

*Third, Private and Public Sector:*

- Perth and Kinross Association of Voluntary Service (PKAVS) (TSI)
- Independent Advocacy Perth and Kinross (IAPK)

*Partnerships*

- ADP

See List of Abbreviations [here](#)

### *Commitment*

P&K has strong commitment from attending partners. Elected members are a useful driving force.

### *ToR*

P&K has ToR for both partnerships but they plan to look at merging these into one collective ToR for the joint partnership. The ToR details induction and expectations of membership and is regarded as important.

### *Co-ordinator role*

Although the partnerships are now joint, there remain separate officer roles for CJ and CS, but they work together closely.

### *The joint partnership meeting*

The newly combined CJ and CS Partnership meeting lasts for two hours and takes place twice monthly. There is a lot to discuss in the meeting and reporting templates to streamline/ keep the discussion focused are used.

### *Partner knowledge of CJ and CS*

There is a sense that partner understanding around CJ is limited due to being relatively new, whereas CS is much better understood due to its history. Partners have learned a lot from each other in recent years through an informal group where they connect and network. Going forward, quarterly joint partnership learning events will be held. This will allow the partnership meetings to remain focused on updates and moving the respective improvement plans forward.



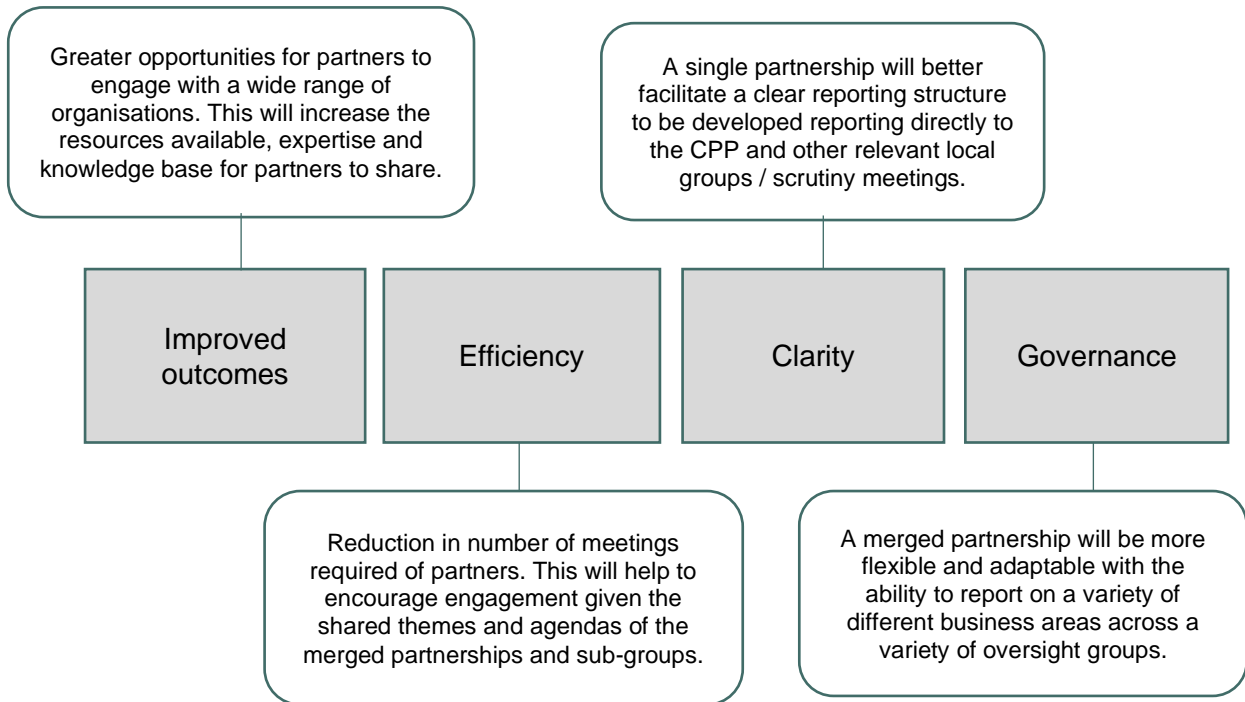
As a smaller authority, partners in P&K are well known to one another and the joint partnership believes it is a good model of how well a smaller authority can work.

## Reporting

- The CJ and CS development group reports to the joint partnership and in turn, the Community Planning Partnership.
- Justice social work provide a justice (relating to P&K services) annual report to the Council's Housing and Communities Committee outlining the justice social work contribution to the CJ and CS partnership.
- Presently there are two separate improvement plans, however, it is likely that over time these plans may have some shared improvement outcomes.

## Main Benefits (anticipated)

The outcomes of joining partnerships have not yet been seen due to this being a recent change. An evaluation of the joint partnerships will take place in September 2022. However, four key benefits are anticipated by partners as a result of merging partnerships:



Joint working has been very much embedded within P&K for a long time and joining partnerships has been the final stage in this journey. P&K feel confident that CJ is sustainable due to its statutory nature, and CS is sustainable as a result of its well-established roots.

### Benefits Found So Far

- Although the joint partnership is in its infancy, the anticipated benefits are playing out, for example - saved time and less duplication, especially through discussion of interlinked issues. As there is a large amount to discuss, it has been vital to keep keenly focused at partnership meetings.
- Leadership within the partnership is good and has improved with the joining of the partnership.
- Duplication of reporting and meetings have been far reduced.
- The partnership has wider influence than it previously had with the Alcohol and Drugs Partnership co-ordinator now attending meetings. There are also now better connections with the CPP.
- Understanding of shared resources available in CJ and CS has improved.

### Improvements Going Forward

- Encouraging equal engagement and participation from all partners is an area P&K continue to wish to improve. It is hoped that this is something that may be tightened up with the development of the new National Strategy for Community Justice. The partnership will also look at providing additional clarity on roles and responsibilities when merging the CJP and CSP ToR.
- A CSP budget exists but this is not the case for CJP. For CJP, there is an appetite to explore securing a small budget.

①

In general, P&K feel having a joint partnership and approach allows co-ordination for partners to be fully informed, share resources and increase capacity. Being co-located facilitates this and works very well.

### Key theme - community engagement



In P&K, the CS manager speaks to community councils regularly to discuss specific issues that have been raised, for example – visitor management and CCTV.

In terms of community participation there is a degree of participatory budgeting that can relate to CS. There is also participation through Local Action Partnerships, surveying and consultations.

Community-led initiatives in CJ are more difficult due to the need to shift public opinion, which is not easy.

### Key theme - data and resources

- P&K have an evidence-informed approach to planning using evidence from across the partnership. They use the same evidence base for both CJ and CS, though do not look at the two issues as a single CJ and CS lens.
- It is recognised that there is more that could be done to improve data/evidence based planning:
  - the development of a dashboard would likely provide CJ and CS with improved baseline data with which to measure future improvement activity and assist with strategic planning. The development of this is on hold at present and will be reconsidered depending on whether a national dashboard tool is developed by CJS.
- There is an abundance of quantitative data for both CJ and CS, however time and capacity to utilise the data can be an issue. A Strategic Needs and Strengths Assessment will be undertaken within CJ which they hope will be the starting point to map how to better utilise the information they collect.

- Information sharing is an ongoing issue and for each information sharing agreement that is agreed, issues arise in other areas.
- The partnership aims to work towards getting a balance of quantitative and qualitative data measures along with outcome measures to support their planning going forward.
- P&K have a performance framework for CS but this is retrospective and requires only high level data. They use this to provide a focused discussion for the wider partnership.

### Key theme - CJ and CS impact across the 'justice journey'

In P&K, the impact of both CJ and CS is thought to be experienced across all areas of the 'justice journey' and each stage is of equal importance; this was part of the rationale for merging partnerships. There is more resource from CS at the beginning and end of the line, but both CJ and CS are involved at all stages.



#### Case study contacts:

Roddy Ross (CS Team Leader) – [RRoss@pkc.gov.uk](mailto:RRoss@pkc.gov.uk)

Eleanor Lindsay (CJP Co-ordinator/Improvement Team Leader) - [ELindsay@pkc.gov.uk](mailto:ELindsay@pkc.gov.uk)

### 3.3 Case study three: Joint CJ and CS executive board – Dundee

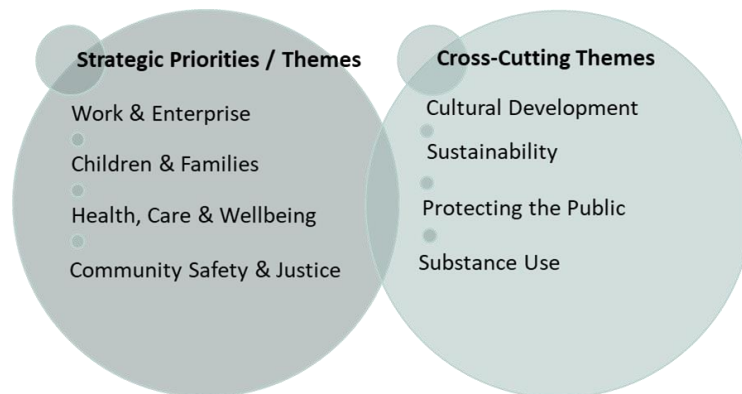
**Highlights**

- Dundee have a joint CJ and CS executive board but separate partnerships.
- This arrangement works well because it strengthens the links between CJ and CS, particularly in relation to prevention activity.
- There is a joint CJ and CS co-ordinator role.
- There are plans to have a reporting template for partners to complete in advance of executive board meetings, as a further way of increasing the focus on priorities.

#### Introduction - strategic outcomes

In accordance with national guidance on community planning, organisational change within partner organisations and the experience of implementing the Dundee Single Outcome Agreement 2012-2017, members of Dundee's Community Planning Partnership agreed in March 2016 to streamline strategic outcomes for the city and rationalise partnership groups with responsibility for delivering these.

The following four strategic themes now reflect their top priorities and are supported by four cross-cutting themes:



#### Shared priorities across CJ and CS

Shared priorities are set out in the City Plan (LOIP). The focus of activity undertaken by CJ and CS agencies is on preventing crime from occurring or re-occurring by providing appropriate levels of support at all stages of the system, alongside enforcement action where it is considered necessary to secure compliance and/or manage risks.

- These priorities are to: reduce levels of crime, domestic abuse, re-offending and antisocial behaviour; to reduce the fear of crime; improve the safety of our local communities by reducing the risk to life, property and the environment from fire; and to improve road safety.



**CJ and CS governance structure<sup>1</sup>**



*Joint board*

A joint CJ and CS executive board is chaired by the executive director for neighbourhood services. This is a multi-agency partnership consisting of the defined set of statutory partners, other agencies and elected members.

Dundee no longer have a CSP, however CS work still takes place and is discussed at the CJ and CS executive board in addition to CJ matters.

**i** Dundee operate with a separate CJ team and CS team and partnership. Both jointly report to the CJ and CS executive board. This is an arrangement that works well and strengthens the links between CJ and CS, particularly in relation to prevention activity. This allows for a better understanding of each area and how they can work together. Both areas link to the 'City Plan' (LOIP), which fosters a more co-ordinated approach to CJ and CS.

<sup>1</sup> [Microsoft Word - CJOIP Jan 2021 Final for website \(dundee.gov.uk\)](https://www.dundee.gov.uk)

## Membership and roles

The following partners are represented on the CJ partnership:



Community Justice  
Partnership

### [Statutory Partners](#)

*Third, Public and Private Sector:*

- VSS
- Action for Children
- Tayside Council on Alcohol
- Positive Steps

See *List of Abbreviations* [here](#)



Members of the CJP also sit on the Child Protection Committee, Violence Against Women Partnership, MAPPA Strategic Operating Group (SOG) and Alcohol and Drugs Partnership (ADP). The local structure of Children and Families Service, which incorporates Community Justice, has afforded strong links with each of these partnerships. This includes joint approaches towards domestic abuse and substance use which are key risk factors in local child protection matters.

### *Co-ordinator role*

Both CJ and CS are supported by the same Senior Officer (Senior Officer for Community Safety and Justice).

### *Formal induction*

There is a formal induction available on request for CJP members. CJP accountability is discussed with the Dundee executive board for CJ and CS and includes:

- fostering collaboration
- monitoring of the CJOIP
- removing obstacles to the CJP's successful delivery
- monitoring and communicating risks associated with factors outside the CJP's control that are considered critical to its success
- maintaining at all times the focus of the CJP on the agreed scope, outcomes and benefits

## Reporting

- The Dundee Partnership co-ordinating group provide oversight of all four City Plan themes and promotes joint work in respect of cross-cutting themes, such as substance use, mental health, housing and employability.
- An annual report goes to the Council for Community Safety and Public Protection Committee on both CJ and CS activity.
- The Dundee CJOIP is aligned to the National Strategy for Community Justice and the Outcomes Performance and Improvement Framework as well as the Dundee LOIP for Dundee, known as the City Plan.

### Key theme - community engagement



Community engagement and participation takes place as and when required and was most recently seen when they engaged with the community ahead of the planning for the new Community Custody Unit.

### Key theme - risk and scrutiny

There is no risk register specific to the CJP but during the Covid-19 pandemic risk registers were developed for each of the Protecting People forums and reported to the Chief Officer Group. Going forward, these arrangements will be sustained towards an integrated Protecting People risk register.

Scrutiny practices both drive things forward and are also a checking/quality assurance role. Each quarter, performance is reviewed and discussed with partners. In addition, there are plans afoot to have a reporting template for partners to complete in advance of executive board meetings, as a further way of increasing the focus on priorities.

### Key theme - data and resources

#### *Community analysts*

Community analysts prepare the Strategic Needs Assessment for the CJP. They also provide a quarterly performance report to the executive board.

#### *Strategic Needs Assessment*

The Strategic Needs Assessment is a significant exercise and is completed in advance of a new CJP plan. The partnerships analyse data collectively from both CJ and CS.

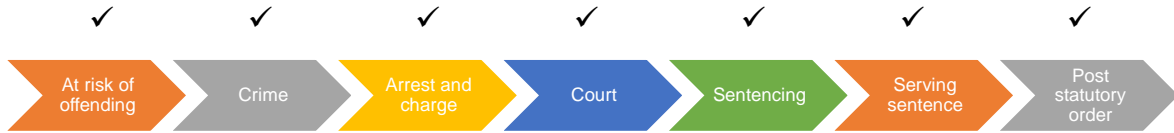
#### *Performance Report*

The executive board receives a quarterly report on performance, linked to the City Plan objectives. There is also regular reporting to Council Committee by each agency, i.e. Police Scotland, SFRS and also reporting on ASB.

### Key theme - CJ and CS impact across the 'justice journey'

CJ and CS interact and relate via joint projects, information sharing, partnership sub-groups and overlapping membership.

In Dundee, the impact of both CJ and CS is thought to be experienced across all areas of the 'justice journey':



Dundee highlight the importance of CJ and CS having a mutual understanding of roles and resources and skills and experience to help inform any future joint activities.

Case study contact:

Karen Moir (Senior Officer - Community Safety and Justice) -  
 Get in touch with [info@scsn.org.uk](mailto:info@scsn.org.uk) for contact.

### 3.4 Case study four: tri-partnership reporting arrangements - East Dunbartonshire

Highlights

- East Dunbartonshire have tri-partnership reporting arrangements for CS, CJ and the VAWG Partnership.
- Driver for implementing the joint approach was to improve the relationships between the coordinator and managers and to avoid the duplication of work that was previously seen.
- East Dunbartonshire benefits from being a small area in many ways, and one of these benefits is the ability to work closely and to have cross-representation on a number of groups.
- The main benefit from joint working between partnerships is the knowledge exchange that is possible which enables a deeper understanding of aims and planning.

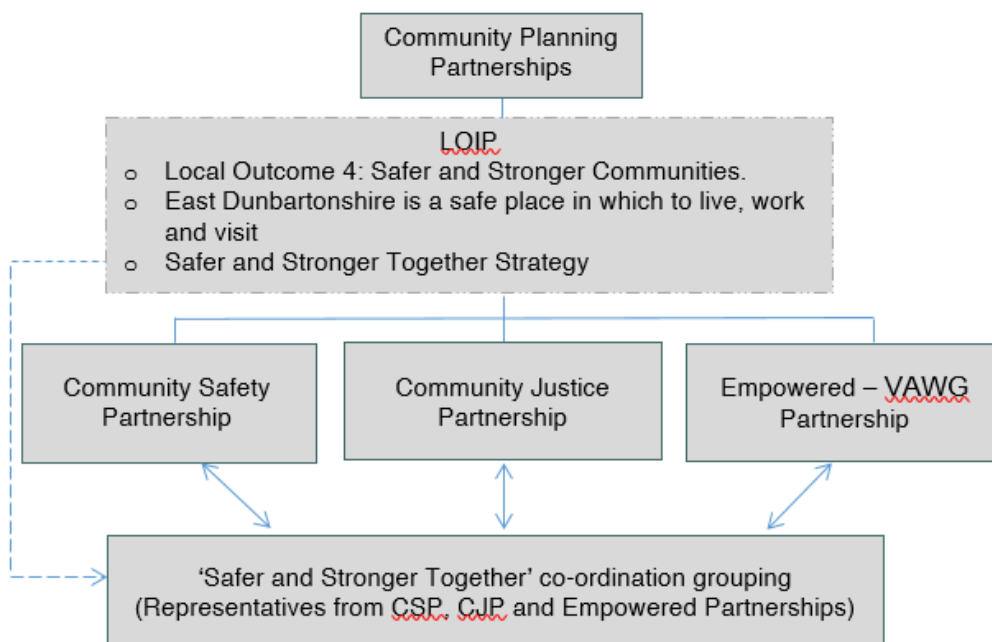
#### Drivers

A main driver for implementing the joint approach was to improve the relationships between the co-ordinator and managers and to avoid the duplication of work that was previously seen. Since the leads from the three areas began meeting regularly this duplication has been avoided and has ensured that each area’s aims and objectives are embedded in the other areas.

#### Priority setting

Any cross-over between the three individual plans and strategies (CJ, CS and VAWG) is discussed and decisions are made in relation to who will drive the work forward.

#### Safer and Stronger Together co-ordination grouping governance structure






Prior to the CJP being formed, agreement was reached that the CS, CJ, and VAWG representatives would jointly report on Local Outcome 4 ('East Dunbartonshire is a safe place in which to work, live and visit') from the LOIP. This joint reporting would avoid the duplication and over-reporting that would otherwise occur.

Therefore, the three representative groupings now work collectively under the 'Safer and Stronger Together' banner with collective overarching strategy and coordination mechanisms, as described, in place. However, the three groups are also individual partnerships in their own right, with their own strategies in place where relevant, and each have their own distinct action plans, ToR, governance arrangements and information sharing arrangements.

### Membership and roles

The following partners are represented on the partnerships:

 <p style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>Community Justice Partnership</b></p> <ul style="list-style-type: none"> <li>• <a href="#">Statutory Partners</a></li> <li>• <i>Third, Private and Public Sector:</i></li> <li>• CJVSF</li> <li>• SACRO</li> <li>• VSS</li> <li>• East Dunbartonshire Voluntary Action (TSI)</li> <li>• Families Outside</li> <li>• East Dunbartonshire Women's Aid</li> <li>• <i>Partnerships:</i></li> <li>• CSP</li> <li>• VAWG Partnership</li> <li>• ADP</li> <li>• East Dunbartonshire ACEs and Trauma Collaborative</li> <li>• Local Employability Partnership</li> <li>• <i>See List of Abbreviations <a href="#">here</a></i></li> </ul>	 <p style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>Community Safety Partnership</b></p> <ul style="list-style-type: none"> <li>• East Dunbartonshire Council (various departments)</li> <li>• Police Scotland</li> <li>• SFRS</li> <li>• SPS</li> <li>• <i>Third, Private and Public Sector:</i></li> <li>• East Dunbartonshire Leisure &amp; Culture Trust</li> <li>• <i>Partnerships:</i></li> <li>• HSCP</li> <li>• ADP</li> <li>• VAWG</li> <li>• CJP</li> </ul>	 <p style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>Violence Against Women &amp; Girls Partnership</b></p> <ul style="list-style-type: none"> <li>• East Dunbartonshire Council (various departments)</li> <li>• Police Scotland</li> <li>• SFRS</li> <li>• <i>Third, Private and Public Sector:</i></li> <li>• Addaction Families</li> <li>• CAB</li> <li>• Say Women</li> <li>• EDAMH</li> <li>• East Dunbartonshire Youth Council</li> <li>• East Dunbartonshire Women's Aid</li> <li>• Glasgow &amp; Clyde Rape Crisis</li> <li>• CEDAR Project</li> <li>• Assist</li> <li>• <i>Partnerships:</i></li> <li>• HSCP</li> <li>• CJP</li> <li>• CSP</li> <li>• ADP</li> <li>• Adult Support &amp; Protection</li> <li>• Child Protection</li> </ul>
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**i** Distinct ToR, governance arrangements and information sharing arrangements in place.

**Cross-representation**



CS, CJ and VAWG leads within the tri-partnership reporting arrangement attend all three partnership meetings. They represent each other at working groups, and each meet on a regular basis. They are confident in each other’s understanding of their area which enables further contributions to discussions and plans, and to ensure nothing is overlooked. The leads feel the key to their success is the good relationships they have with partners and each other. They contribute to each other’s plans in addition to the Outcome 4 Plans (see above). The leads consider themselves to have ‘loose’ joint partnership arrangements as a result of this approach.

Whilst there is not a joint partnership, there is a lot of cross-representation on each partnership with many of the same people attending the same meetings. This is seen to be a benefit, as it allows for relationships to grow and for each individual to have a thorough understanding of plans and requirements in the area.

The partnerships have a good understanding of roles, resources, skills and experience of all involved. The CJ lead noted that the area requires a collaboration with SFRS and Police Scotland due to the amount of work required around water safety. This involved learning and involvement with CS.

**Reporting**

*Tri-partnership reporting*



- East Dunbartonshire have a tri-partnership grouping known as the Safer and Stronger Together Co-ordination Grouping
- This grouping consists of CS, CJ and VAWG leads and reports jointly on the relevant local outcome from the LOIP.

## Main benefits of joint working

- The main benefit from joint working between partnerships is the knowledge exchange that is possible which enables a deeper understanding of aims and planning.
- CS has a wide role in education. The close working arrangements across the 3 leads ensures that CS includes CJ and VAWG information in materials being imparted. This strengthens the understanding of the 3 areas amongst all partners.
- Having a 'main core' of people involved across partnerships has been particularly useful due to the level of understanding each has of current issues.
- There has been wider influence still, for example, they have now been asked to sit on various other committees such as 'The Promise' steering group and the 'House' project steering group aimed at looked after children moving on as a result.



Prior to forming the partnerships and establishing the relationships they have in the past three years, individuals and organisations had a tendency towards siloed working. Now, however, the CJ lead is frequently invited to join groups that are being set up in the area. It is felt that others know that there is a willingness in the area to help others out. The CJ lead can then impart knowledge on these groups of the CJ, CS and VAWG Partnerships due to their joint working arrangements.

## Key theme - Community engagement



There has been no opportunity for community engagement recently as a result of COVID-19 restrictions, however, prior to this an annual 'Canal Fest' event took place as well as events for 16 Days of Action, peer research, and two CJ conferences. It is hoped that this will resume post-COVID-19.

## Key theme - Shared services and joint working

CJ and CS services and partnerships are funded separately, however, they work jointly on projects where they feel this is beneficial, and these close working relationships have led to innovative joint working in the area, most recently inviting Victim Support Scotland to join the Reintegration Group to support notification of victims of individuals who are due to be released from custody. Additionally, the Up2U intervention programme for perpetrators of domestic abuse has been successfully implemented and is supported by East Dunbartonshire Women's Aid.

## Key theme - Data and resources

Whilst CJ and CS are funded separately, they consider each other's time as a shared resource and the three leads occasionally make joint applications for funding streams. They also make use of each other's buildings.



### CJ and CS impact across the ‘justice journey’

East Dunbartonshire see the areas ticked below as the point where CJ and CS make the greatest impact along the justice journey, however between CJ and CS they are involved at all points.



East Dunbartonshire are happy with their current arrangements as they stand. There is no need to further merge partnerships as it is felt to be simpler for these to remain separate due to statutory and non-statutory status.

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### 3.5 Case study five: fully joint CJ and CS partnerships (well established and re-designed) – Fife

#### Highlights

- Fife have a fully joint partnership ('Fife Community Safety Partnership' (FCSP)) which is still in its infancy (delayed by COVID-19) and is working towards producing an annual delivery plan and setting targets.
- FCSP is chaired by a public health consultant, which was a conscious decision to bring health into the partnership.
- One of the CS priorities was 'Tackling Offending', so joining with the CJ partnership made sense to avoid duplicating work.
- Further merging of partnerships gives CJ a direct link to more elected members, so there will be better governance and scrutiny all round and a raised profile of CJ.

#### Introduction

In 2016, Fife's Reducing Offending and Reoffending (ROAR) Partnership (which served as the CJP) was established. It met from then until 2020, when it was integrated with the reinvigorated Fife Community Safety Partnership (FCSP). In its first year, the new joint partnership re-designed itself into a new format to keep meetings focused and shorter and to give CJ the space it requires.

The joint partnership is still in its infancy (delayed by COVID-19) and is working towards producing an annual delivery plan and setting targets.

#### Drivers

The new joint partnership have yet to report on their outcomes. They previously found it difficult not to duplicate information when reporting, therefore, they are hopeful to avoid this issue going forward.

One of the reasons for merging the partnerships was that one of the CS priorities was 'Tackling Offending', so it made sense not to duplicate work. Moreover, merging partnerships gives CJ a direct link to more elected members, so the hope is there will be better governance and scrutiny all round and a raised profile of CJ.



They have already seen a wider influence from joining the partnerships, for example, housing want to get involved and join up around the wider homelessness issue. They have also had invites to new tables and the ADP and VAWG sit on *both* CSP and CJ group.

## CJ and CS governance structure



## Membership and Roles



Joint Community Safety and Justice Partnership

• [Statutory Partners](#)

*Third, Private and Public Sector:*  
 • Local TSI

• *Partnerships:*  
 • Fife Violence against Women Partnership  
 • Fife Alcohol and Drug Partnership

See [List of Abbreviations here](#)

FCSP core group members provide a strategic lead for each of the three safer communities priorities as follows:

*Police Scotland - Tackling offending*

*Scottish Fire and Rescue Service - Unintentional injury*

*Fife Council - Antisocial behaviour*



The TSI sometimes attend the FCSP but they feel it is more useful having organisations working directly with the people concerned, such as Families Outside, who also sit on the partnership.

Fife are still establishing roles and responsibilities and how to ‘sell’ the new vision to all partners. They note there have been significant challenges in getting all partners to acknowledge, understand and take ownership of the role they must play in contributing to the overall CJ picture. They also feel that achieving the balance between national and local priorities remains one of the biggest challenges, as it can be difficult to get everyone on board with both.

### *ToR*

There is a ToR for FCSP, which explains overseeing CJ amongst other things. There are also induction meetings and shadowing existing partners.

### *Chair*

FCSP is chaired by a public health consultant, which was a conscious decision to bring health into the partnership.

Currently the CJ sub-group does not have a chair. They hope to re-fill this post as this role supports the CJ Co-ordinator in raising awareness and encouraging others to think 'with community justice in mind'. They also would attend national Community Justice events, including CJS' Chairs Events.

### *Co-ordinator role*

Fife has a joint co-ordinator role in place.

## **Reporting**

- Both CJ and CS work to a shared 'Safer Communities Vision' and delivery plan.
- The CJOIP links to the Plan for Fife (LOIP).
- FCSP report to the 'Communities and Housing sub-committee' which reports up to the CPP.
- The new joint partnership hopes to avoid duplication in reporting, but this is quite difficult to do and they are yet to report to see if this has been achieved.

## **Main Benefits (anticipated)**

It is felt that CJ and CS complement each other, blend well and increase understanding for all the members of FCSP. Bringing partners together means they know better what each other are doing and working on. They have high hopes that the new format will strengthen partner commitment.

## **Key theme - Community engagement**



Community participation is a key priority of the CJOIP. For example, there is a 'Service Users Participation Group' and 'Women's Group', that engage with the partnership.

Otherwise, surveys and consultations are conducted. Being aligned with housing has been useful in getting community engagement and participation.

Locally driven 'People and Place' meetings have come out of the COVID-19 pandemic and have continued due to their success in engaging with the community. The CJ and CS teams have been attending these meetings and are able to feed in and understand community issues in greater depth.

Whilst Twitter and Facebook have been successful ways to engage with the local community, it is felt that there is always more that can be done in terms of community participation.

### Key theme - shared services and joint working

The partnerships have no shared budget but the joint co-ordinator role is a shared resource.

On occasion, all partners have contributed resource or funding (or worked together to source money) to specific projects. An example of this was the Navigator project which has been a success.

### Key theme - data and resources

#### *Data*

Data is still quite separate between CJ and CS but individual partners collect data and do share with each other. It is hoped that this will be one of the improvements that will result from joint partnership working. Data remains a challenge due to lack of analytical capacity.

#### *Partnership Analyst*

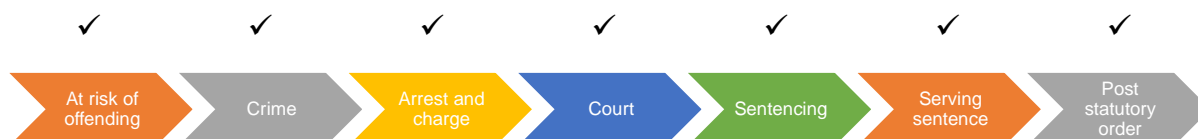
There is no longer a Partnership Analyst and no access to Police data. There is a central local authority research team however, who provide information e.g. from the Strategic Needs Assessment for Fife.

#### *Co-location*

Fife partners are no longer co-located due to changes to the council estate, which is seen as a loss as they do not have as ready access to each other and information, however, there is a focus on having people working from the same base at a local level (e.g. ASB officers and community wardens).

### Key theme - CJ and CS impact across the 'justice journey'

Fife see their joint partnership as making an impact along the full justice 'journey' below. Tackling offending has always been part of the CS strategy as well as work on early intervention and prevention.



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3.6 Case study six: joint CS and CJ team - Scottish Borders

Highlights

- Scottish Borders have brought CS and CJ together within the Safer Communities Team with co-located police and fire service staff. The team operate within a series of thematic partnerships that reflect the business areas within the team structure, such as ASB, domestic abuse and rural crime.
- A broad range of functions sit within the team which forms part of the council Public Protection services.
- Many of the partnership representatives at each meeting have a role within another linked work area (for example the Chair of the employability meeting is an attendee at the CJ Board). This is helpful as attendance at multiple meetings allows partners to have a good idea of all current issues.

**Introduction**

Scottish Borders have a CJP but not a formal CSP, however, both CJ and CS work is carried out jointly within one team: the Safer Communities Team (SCT). This forms part of the wider Public Protection Service’s model.

The team has undergone transition which has brought homelessness, CONTEST (The United Kingdom’s Strategy for Countering Terrorism) and other subject areas into one. Now that this transition has concluded, some governance and co-location work has commenced. A name change from SCT may be necessary in the future to more accurately reflect the new, broader remit and to give internal and external clarity of purpose in relation to what the team does.

*“It’s... the team that is working together. It’s all Community Safety, it’s all Community Justice, we sit together and it... tends to be the same people.”*

**CS and CJ governance structure**

The SCT sits under the social work directorate and forms part of the area’s Public Protection Services.

The area has a CJP but no generic CSP. As legacy police structures changed, the CSP ceased. Recent experience has shown that local thematic partnerships yield better outcomes and the work of the SCT has progressed on that basis.

Whilst there is no CSP, Scottish Borders feel that the Rural Crime Partnership, ASB Core Group, Violence Against Women Partnership and Police Community Action Team act in this capacity.

## Membership and Roles (Board and Team)



Community Justice Partnership

### [Statutory Partners](#)

*Third, Private & Public Sector:*

- Third Sector Organisations (attend as required)
- Registered Social Landlords
- DWP

See *List of Abbreviations* [here](#)



Safer Communities Team

- ASB officers trained in mediation
- Homelessness service
- CS policy officer (incorporating the Gypsy / Traveller Liaison role)
- Domestic Abuse Advocates Service
- New Scots (Refugee) Worker
- Partnership Analyst
- Co-located Police & Fire personnel

## Meetings

CJP meetings have worked well with good attendance, the agenda was changed to be more thematic to improve participation.

Due to being a small local authority area, many representatives at each meeting have a role within another linked work area.



A thematic agenda in CJP meetings encourages partners to contribute and has made meetings run more smoothly overall.

## Future Expansion

The area will assess its needs upon publication of the new Community Justice Strategy.



Scottish Borders considers itself to be a small area, and as such finds itself in the advantageous position where, often, the same individuals / representatives are in attendance at the same meetings as a result of carrying out a number of roles. This means the level of knowledge around current issues, developments and needs is high.

## Reporting

- CJ have reports signed off at the CPP.
- CS report to the Police, Fire and Safer Communities Scrutiny Board on core components of SC e.g. VAWG / ASB.
- Performance information is also presented at the Public Protection Committee and Critical Service Oversight Group.
- There are established reporting routes back to Scottish government

## Main Benefits of Joint Team

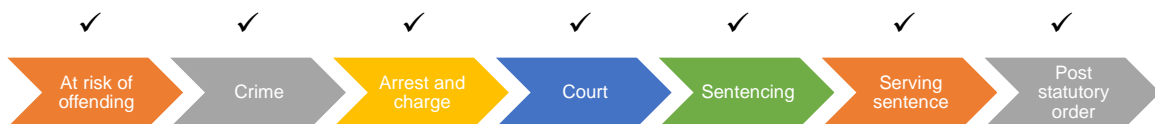
- The CS team have a broad remit aligning to both CJ and CS work.
- Alignment to other Public Protection Services provides additional focus (some of the integration is still ongoing).

*“There is such a strong relationship between CS and CJ that one does not necessarily sit comfortably without the other”*

## Key theme - data and resources

There are some gaps in the justice data, in particular around case disposal information. It is hoped that the work CJS are currently undertaking to provide national performance information (revised Outcomes Performance Improvement Framework (OPIF) development) will address this.

## Key theme - CS and CJ Impact across the ‘justice journey’



The Safer Communities team in Scottish Borders crosses the full justice journey above.

The SC team work within and across specific functions, lead on campaigns associated with crime, injury and accident prevention, such as rural crime.

The Police Community Action Team issue youth warning letters to parents of young people who are found in circumstances when ASB is an issue. The intention being to prevent the behaviour escalating.

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#### 4. Appendices

##### 4.1 Appendix 1 - List of CJP statutory partners

###### **Community Justice statutory partners<sup>2</sup>**

- Chief Constable of Police Scotland
- Health Boards
- An integration joint board established by virtue of section 9 of the Public Bodies (Joint Working) (Scotland) Act 2014;
- Local authorities
- Scottish Courts and Tribunals Service
- Scottish Fire and Rescue Service
- Skills Development Scotland
- Scottish Ministers (Scottish Prison Service, Crown Office and Procurator Fiscal Service)

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<sup>2</sup> [Community Justice \(Scotland\) Act 2016 \(legislation.gov.uk\)](#)



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